

Appendix C

IT Project Benefits Realization and Reporting

As part of both PSB's and KCIT's desire to have better information about projects, and specifically about the benefits that projects deliver to agencies and the County overall, the process for benefits realization has been the subject of continuous improvement efforts.

The improvements for this year (2013 budget year) began back in January of 2012 (with discussions as far back as October of 2011), with benefits realization the primary focus for improvement. In the past, the largest obstacle for reporting on benefits in general, and cost savings from projects in particular, has been the lack of accurate and timely data about these benefits. This lack of data led to insufficient reporting on the benefits of projects and a lack of understanding once projects have closed as to where benefits were to come from, how they were reported, to whom, and what portion of those benefits should be passed back to the County. Additionally, there was confusion on how benefits were categorized, whether they were tangible cost savings that could be removed from the budget or whether they were simply calculations of risk management that led to a value estimate.

In an effort to overcome these issues and to collect reliable, consistent data over an extended time about IT projects and benefits, a number of changes and initiatives were started. These included:

1. New forms on which to report benefits by category
2. Process changes to better track benefits through time
3. Funding and implementation of a new portfolio management system in KCIT
4. Copious communications about the need to report better and more useful data about projects and benefits

1. New Forms

In order to collect the benefit related data more accurately and consistently, a new form was created for agencies and projects to use during the various times that benefit information is important. This new "Benefits Realization form" includes specific areas of improvement that have been discussed in the past with council staff, as well as a number of areas identified from internal quality improvement efforts. This form will be used at different stages to track benefits at that point in time, and to also compare the expected benefits to actual benefits. Specifically, this new form helps improve the benefits realization process by explicitly tracking:

- The value expected from the project for the agency or County, answering the question "How will we know if the project is a success?"
- The metrics used to determine success and how they will be collected and tracked, and by whom
- An explicit acknowledgement and plan for a transition from the project personnel to the business owner for responsibility for all benefits realization tasks



Pretrial Risk Assessment
Implementation Planning
Project #

Benefit Realization Report

Prepared By:

Date:



Revision History

Version #	Revision Date	Revised by	Description



1.0 Value Received

While some value of this project will result from implementation of immediate process improvements identified during the 2012 lean management event, the majority of the value produced will be realized after completion. The 2013 implementation planning effort will result in a plan for improvements to the pretrial release process and feasible implementation of risk assessment technology, and many criminal justice agencies (including DAJD, PAO, OPD and the Courts) will be the beneficiaries of implementation of the process improvements identified by the project. Expected benefits will include:

- a less labor-intensive process that is better streamlined between agencies;
- greater detail and clarity of defendant data in pretrial release reports that are produced for the Courts;
- better integration of defendant data in criminal justice data systems (both within DAJD and between criminal justice system agencies);
- greater ability to conduct quality control checks of defendant data accuracy and consistency; and
- successful implementation of an integrated risk assessment technology process that will be feasible for criminal justice system staff and will support judicial release decisionmaking.

While these are intangible benefits that cannot be easily quantified, the value of these system improvements is expected to greatly impact the efficiency of the pretrial release process and allow for the implementation of a new risk assessment technology resource that will support judicial efforts to make consistent release decisions and may potentially improve public safety.

1.1 Metric description and collection method:

Metrics for this project will be measured by the content of the project deliverables. Project success will be decided by the ability of the business plan for the 2014 budget and final implementation plan produced during the 2013 effort to provide a clear, detailed process by which to achieve the benefits listed above. The project manager will also keep a regular monthly record of progress in achieving the objectives of the implementation planning effort to ensure that the objectives will be achieved according to the project schedule. Preliminary outcome measures to be used during the planning process, prior to the completion of the 2014 business plan, will include the percentage of implementation planning group members in attendance at project meetings, the number of County agency leaders involved in the project who formally support the project planning activities, and the completion of business case plan objectives in accordance with the project timeline (to be determined in greater detail by the project workgroup after implementation planning commences).

1.2 Transition plan:

If the metric definition, collection method, and reporting are not determined by the business owner and recipient of the benefits above, please detail how the ongoing business owner will take ownership of the metrics, collection, tracking, and reporting of these benefits.

N/A



Department Director Signature: _____

1.3 Operational Efficiencies Benefit Measurements (as applicable)

Description	Metric	Baseline	Target	Actual	% Accomplished

1.4 Annual Cost Savings Measurements (as applicable)

Description	Initial Projected Cost Savings/avoidance/revenue (from business case)	Updated Savings/ avoidance/ revenue	Actual Savings/ avoidance/ revenue	Explanation of Variance



1.5 Other Benefits:

Please detail any significant benefits of the project that departments, customers, or others will receive beyond any cost savings or efficiencies (which should be detailed above). This could include benefits of risk reduction (please note how, why, and by how much), cost avoidance, or other areas of benefit not easily distilled to a single monetary value.

N/A



Jail Management System

Project 1116895

Benefit Realization Report

Prepared By: Mike West

Date: June 4, 2012



Revision History

Version #	Revision Date	Revised by	Description
1.0	6/4/2012	Mike West	Completed for Budget Submittal



1.0 Value Received

This proposed project will provide DAJD with the means to plan for, acquire and implement a comprehensive and integrated automated system that meets current and future business drivers for the department. With this type of system in place, DAJD will be positioned with the tools and reporting capability that permit easier, faster, and more automated compliance with the legal requirement imposed by governing agencies, and with the capabilities to step up its role as a leader in the regional criminal justice community. Further, the department will be positioned to examine its current operations and evaluate opportunities to implement business process reengineering to improve the quality, quantity, and visibility of these processes.

It will allow managers and decision makers to access the information they need to make timely, informed decisions. Finally, this project will ensure that DAJD is investing funds in a technology infrastructure that supports flexibility and growth.

1.1 Metric description and collection method:

The metrics associated with the planning phase of the Jail Management System replacement are milestones on the path of system implementation. The planning phase will be successful when all milestones are met on time, a responsive vendor is selected, and a contract is signed at a cost that is within the project estimates. The Project Manager will be responsible to report to the Steering Committee on the achievement of the milestones.

March 2014	Requirements developed
June 2014	Request for Proposals (RFP) released
August 2014	RFP responses received
September 2014	RFP responses evaluated
October 2014	Vendor demonstrations and reference checks
November 2014	Site visits
December 2014	Vendor selected
March 2015	Contract signed/project kickoff

1.2 Transition plan:

Metrics are within the control of DAJD.

Department Director Signature: _____

Claudia Balducci, Director, DAJD



1.3 Operational Efficiencies Benefit Measurements (as applicable)

No Operational Efficiencies are directly expected from the planning phase.

1.4 Annual Cost Savings Measurements (as applicable)

Not applicable for the planning phase.

1.5 Other Benefits:

This project will position DAJD to correctly select a vendor for a Jail Management System that will align DAJD systems with the KCIT Strategic Plan by planning for a move off of our current mainframe systems, and align with the King County Strategic Plan by providing better customer service to law enforcement agencies, courts, other criminal justice partners and the general public.

- A listing of any operational efficiencies or annual cost savings
- A listing of other benefits, which could include customer related benefits, risk reduction, cost avoidance, a happier workforce, and a number of other potential benefits

2. Process Changes

The process changes were put in place to establish a number of times where benefit information was collected, establish accountability for creating and tracking metrics related to benefits over time, and appropriately categorizing benefits so that there is no confusion between budget savings, cost avoidance, risk management, or any other number of possible benefits. From a high level, the process for tracking benefits has several important times when benefit information is important.

The first is during the period of time when a project is being considered and selected for funding. This time period the projects are usually very preliminary, and expected benefits are written with the best information available at the time. Admittedly, the error range at this time is rather large, and thus updates to these benefits are expected in the future.

Second, when project come to PRB for their first funding release. By this time, the projects have a definite plan, and project costs and benefits should be better known.

Third, at any time during the project when there is a material change in expected benefits, an updated form will be created. This could be after some pre-selected milestone, or simply changing business or economic conditions which could drive a change in expected benefits. This benefits change should be reported as a flag in the project's monthly reporting. This could then lead to a number of outcomes depending on the conditions and the project. These could include providing additional help to the project, adjusting the risk reporting level, or considering de-funding the project, among other options. An updated benefit realization plan needs to be provided to PRB at the minimum and at the latest at the time when the project comes to PRB for implementation funding release.

Fourth, at the end of the project, the expected benefits will be updated again. With the project complete, this will be the best estimate yet of the projected benefits. For some projects, benefits could have been accumulating as the project progressed, in which case actual benefits would also be reported. The expectation is that the most current benefits realization report or a plan for agencies' to measure, track and report benefits is provided to PRB at the project close-out time.

Finally, at various intervals, the agency will continue to report actual benefits. These benefits must be reported, even if the benefit to that point is zero, hopefully it won't be, but zero would be a valid report. Likely, the business will report their actual benefits as being different to those first selected or expected. This is an expected outcome, and hopefully additional benefits beyond those documented will also be realized. The separation of benefits will help the IT governance groups determine if the project was in fact a success, what lessons could be learned from both the project and the agency, and what could be done better with similar situations in the future.

These process changes are being applied to all projects going forward, beginning with the projects submitted in the 2013-2014 Proposed budget. Existing projects are not being made to go back and create this documentation after the fact, but projects which have closed will be filling out this form in addition to the normal closeout documentation within 1 year of closing (which is the current requirement for closeout documentation.)

3. New Portfolio Management System

The portfolio management tool implemented by KCIT will eventually be the source for IT project data. This tool is designed to provide reporting and metrics on projects while following them through their entire lifecycle, from conceptual review to approval to implementation to closeout to continued and historic reporting.

As an additional process change, the conceptual review process will use this portfolio management tool for the 2014 budget and any mid-biennial update IT projects. The projects that come out of this process will already be entered into this system, and if approved will simply transition to active projects. Full access to conceptual review and budget data will be available for easy reporting to both project management and to IT governance such as PSB and council staff.

Monthly project reporting will also be transitioning to the new portfolio management system in November of 2012. This allows plenty of time for project managers and department personnel to become familiar with the system, and training will be available at multiple points.

4. Communication of Reporting Focus

The importance of this data and the integration of these various tools into everyday use have been communicated clearly, directly, and often. Beginning in January of 2012, the need for better information around IT projects was expressed to agencies and departments. This message has been repeated, and there is a high level of leadership focus on this topic.

Reporting of better information is a requirement for both the CIO and the Executive, and continued messaging around this fact will help to change the historic culture. While not an instant process, incentives are being created to integrate this into everyday work.

This message that we need to improve how benefits are delivered, realized, and reported has been presented to a wide audience, including the Technology Management Board (TMB), and Business Management Council (BMC), IT project managers, project sponsoring department and agency personnel, PSB, and KCIT. This message has been delivered at meetings, trainings, kick-offs, and in correspondence. And this will be a message that continues to be communicated widely and often.

5. Documents provided in addition to the TBP

Included as part of the delivery of the agency documentation delivered to council staff in years past as a supplement to the officially transmitted Technology Business Plan, the following will again be delivered informally in electronic version to council staff:

- IT Project Business Cases
- IT Project Cost Benefit Analysis (CBA) forms,
- IT Project Benefits Realization Plan *
- IT Project Benefits Realization Reports (starting with 2012 closed projects as they are collected)

* The Benefits Realization Plan documents are new for the 2013 budget.



RMS Employee Interface

Project # 1116898

Benefit Realization Report

Prepared By: Don DiJulio, IT Project Manager I

Date: June 1, 2012



Revision History

Version #	Revision Date	Revised by	Description
1.1	10/26/2010	Gary Tripp	Changed logo
1.2	4/15/2012	Karl Nygard	Updated and added detail



1.0 Value Received

Each IT project should have a value which will be realized by the department either during or after the project completes. This identifies the value received by implementing a project solution in a department or unit and compares it to the value projected by the Business Case and any supporting benefit worksheets, including:

- Financial value
- Quantifiable value to the county
- Quantifiable value to the public
- Value from non-quantifiable benefits

The primary goal of this document is to track the benefits of a project over time and be able to answer the question “Was this project successful and in what areas?” A secondary goal is to compare the ongoing realized benefits to those that were estimated at the beginning of the project, and for subsequent updates. This allows us to answer the question “How do the benefits realized relate to those used to justify the project?” These two questions are of paramount importance in the oversight and government of all projects.

1.1 Metric description and collection method:

Please list the metrics that you will use to define and track the success of this project from a benefits standpoint. If someone asks, “show me how this project was successful or not” these are the metrics which define success, and which should be reported on a regular basis. For each metric, please also state how they will be collected.

The metrics used to define and track the success of the RMS Employee Interface project are:

1. 85% of employee leave records generated are created by the employees using the interface developed.

A goal of the project is to achieve best practice regarding employees managing their own leave. This is achieved by allowing employees the ability to enter leave requests directly into a system that provides request validation and automated data collection and response.

- RMS report will be developed to report on this metric. Report will provide percentage of total leave records generated by employee and percentage generated by another user of total leave records.

2. Reduction in the number of leave record modification done by DAJD payroll clerks below 500 per month.

A goal of this project is to reduce the number of leave adjustments that must be made by DAJD payroll clerks and to increase efficiency of tracking of FMLA leave events. With employees entering their own leave, management of the type of leave used while under FMLA will be the responsibility of the employee.

Also with access, all employees will be responsible for ensuring leave balance by type exist for leave that was schedule months earlier during annual leave processing.

- RMS report will be developed to report on this metric. Report will provide total of leave records modified by DAJD payroll clerks during payroll process.



3. 85% of employee dream sheet records are generate by the employee using the interface developed.

A goal of this project is to transfer dream sheet preference record entry to the employee making the request. Rather than having the employee complete a form and then having data entered by someone else, the project provides an interface that permits the employee to entered request directly.

- RMS report will be developed to report on this metric. Report will provide percentage of total preference records generated by employee and percentage generated by administrative staff.

4. An increase in effective tracking of overtime availability and establishment of an efficient backfill process.

A goal of this project is to increase tracking of overtime availability and to aide supervisors in making overtime assignments. Tracking involves automating records of employees indicating availability to ensure labor rules are adhered to when making assignments. In making the assignment, the existence of availability data allows automated process of lists consistent with labor contracts and full visibility of overtime assignment management.

- RMS report will be developed to report on this metric. Report will provide total of availability notices recorded by employees and the number of those assigned overtime to operational posts.

5. Increase Tracking of employees on FMLA leave

A goal of this project is to increase FMLA tracking by capturing from an employee leave type and reason for specific FMLA events. The information is essential in meeting King County FMLA tracking requirements as supported by implementation of PeopleSoft functionality. DAJD is currently unable to address coding in a timely manner and tracking results in a case by case based within current pay cycles.

- RMS report will be developed to report on this metric. Report will provide percentage of FMLA leave records entered by employee to total of FMLA leave records reported by DAJD payroll section.

1.2 Transition plan:

If the metric definition, collection method, and reporting are not determined by the business owner and recipient of the benefits above, please detail how the ongoing business owner will take ownership of the metrics, collection, tracking, and reporting of these benefits.

[Not applicable]

Department Director Signature: _____



1.3 Operational Efficiencies Benefit Measurements (as applicable)

Description	Metric	Baseline	Target	Actual	% Accomplished
Leave Records Entered by Employee	1	0%	85%		
Leave Modifications by Payroll Clerk	2	1100	500		
Dream Sheet Preferences Entered by Employee	3	0%	85%		
Tracking of Overtime Availability Notice	4	0%	Yes Tracking Occurs		
FMLA Tracking	5	0%	75%		

1.4 Annual Cost Savings Measurements (as applicable)

Description	Initial Projected Cost Savings/a avoidance/r evenue (from business case)	Updated Savings/ avoidance/ revenue	Actual Savings/ avoidance/ revenue	Explanation of Variance
Leave Records Entered by Employee (0.5 min/record-85% of est.)*	\$24,455			
Leave Modifications by Payroll Clerk (2.0 min/record-85% of est.)*	\$28,160			
Dream Sheet Preferences Entered by Employee (1.0 min/record-85% of est.)*	\$ 1,000			
Overtime Availability Notice	Not Estimated			
FMLA Tracking	Not Estimated			

*All \$ are based on record numbers. The records are generated by users of RMS of which there are currently over 200 users. Time spent on these transactions by supervisors and payroll clerks would be assigned to a higher valued task.



1.5 Other Benefits:

Please detail any significant benefits of the project that departments, customers, or others will receive beyond any cost savings or efficiencies (which should be detailed above). This could include benefits of risk reduction (please note how, why, and by how much), cost avoidance, or other areas of benefit not easily distilled to a single monetary value.

The most significant benefit of the project is the empowerment of employees to manage their own requests. In managing the activities listed below, the employee must address the constraints associated with their leave balances, type of leave available, correct communication of assignment preferences and their current availability status for overtime.

- Leave and use within leave bank limit
- Leave type changes,
- Dream sheet and transfer preferences
- Records of their availability to work overtime

Specific to leave record entry, the interface is essential to DAJD meeting FMLA reporting requirements as currently defined as accurate leave type and reason code reporting. The expectation that leave use be reported in PeopleSoft using specific leave and reason codes make it imperative that leave be entered by the employee. There are approximately 120 employees each pay cycle requiring FMLA reporting detail.

DAJD operational business needs are not met by leave entry directly into PeopleSoft timesheets. The leave information impacts assignment schedules and assignment backfill needs of operational sections. Most effective and efficient flow of information is derived from leave entered directly into a scheduling system that interfaces with a payroll process. In addition most of DAJD payroll information is derived from RMS to include, work hours and schedules, overtime rate determinations, cost assignment based on employee assignment, holiday accruals among others.



DCHS Demographic Data Consolidation

<Project #TBD>

Benefit Realization Report

Prepared By: Martine Kaiser

Date: June 4, 2012



Revision History

Version #	Revision Date	Revised by	Description
1.1	10/26/2010	Gary Tripp	Changed logo
1.2	4/15/2012	Karl Nygard	Updated and added detail



1.0 Value Received

This project's value to DCHS will be determined by its ability to provide cross-department data for reporting and analysis, with little to no manual manipulation of the data.

Success will be measured through the metrics described below.

1.1 Metric description and collection method:

Please list the metrics that you will use to define and track the success of this project from a benefits standpoint. If someone asks, "show me how this project was successful or not" these are the metrics which define success, and which should be reported on a regular basis. For each metric, please also state how they will be collected.

Metric	Collection Method
# of reports requested by internal and external parties that can be produced using the new system.	Tally of reports or responses to questions issued by the Director's Office that were produced using the new system.

1.2 Transition plan:

If the metric definition, collection method, and reporting are not determined by the business owner and recipient of the benefits above, please detail how the ongoing business owner will take ownership of the metrics, collection, tracking, and reporting of these benefits.

Department Director Signature: _____



1.3 Operational Efficiencies Benefit Measurements (as applicable)

Description	Metric	Baseline	Target	Actual	% Accomplished
Decreased manual work	# of reports requested by internal and external parties that can be produced using the new system.	TBD	TBD		

1.4 Annual Cost Savings Measurements (as applicable)

Description	Initial Projected Cost Savings/avoidance/revenue (from business case)	Updated Savings/avoidance/revenue	Actual Savings/avoidance/revenue	Explanation of Variance

1.5 Other Benefits:

Please detail any significant benefits of the project that departments, customers, or others will receive beyond any cost savings or efficiencies (which should be detailed above). This could include benefits of risk reduction (please note how, why, and by how much), cost avoidance, or other areas of benefit not easily distilled to a single monetary value.



Increased capability to look at data in a new way and be more responsive to requests from the Executive, Council and the public
Increased transparency.
Increased ability to govern with data proactively and explore cross-departmental issues.
Adoption of a standard platform for future data to be collected.
Introduction of better planning and monitoring tools with which to manage programs in the department in a coordinated manner
Added ability to integrate the product taxonomy catalog with our business and align business processes with the King County Strategic Plan and the department business plan.
Increased ability to produce and present information in a way that is accessible to stakeholders and other interested audiences.
Added ability to streamline requests to providers and reduce duplication of data submission.
Better positions the department for the future performance measurement processes.
Increased ability to provide consistent, repeatable reporting rather than one-off ad hoc manual reports.



DMHP and Public Safety Project <Project #TBD>

Benefit Realization Report

Prepared By: Martine Kaiser

Date: June 4, 2012



Revision History

Version #	Revision Date	Revised by	Description
1.1	10/26/2010	Gary Tripp	Changed logo
1.2	4/15/2012	Karl Nygard	Updated and added detail

1.0 Value Received

This project's value to Crisis and Commitment Services (CCS) will be determined by its ability to achieve:

- Risk mitigation: by giving Designated Mental Health Professionals (DMHPs) access to 10 years of clinical records in the field, they are increasing their own safety and that of the general public
- Efficiencies and savings resulting from decreased need to create, maintain, store, and locate paper files
- Fewer trips to the Chinook Building for DMHPs in the field.

Success will be measured through the metrics described below.

1.1 Metric description and collection method:

Please list the metrics that you will use to define and track the success of this project from a benefits standpoint. If someone asks, "show me how this project was successful or not" these are the metrics which define success, and which should be reported on a regular basis. For each metric, please also state how they will be collected.

Metric	Collection Method
Time spent creating/managing files	Periodic time study of staff hours
Number of times DMHP remotely accesses CCS database	CCS database logs
Number of times legal documents scanned and stored	Database logs
Reduction in supplies needed to create clinical files	Review of invoices
Reduction in supplies needed to create legal documents	Review of invoices

1.2 Transition plan:

If the metric definition, collection method, and reporting are not determined by the business owner and recipient of the benefits above, please detail how the ongoing business owner will take ownership of the metrics, collection, tracking, and reporting of these benefits.

N/A

Department Director Signature: _____



1.3 Operational Efficiencies Benefit Measurements (as applicable)

Description	Metric	Baseline	Target	Actual	% Accomplished
Decrease staff time needed to create and manage files	Time spent creating/managing files	TBD (will be collected Q3-4 2012)	0		
CCS use of online clinical records vs. reading paper records	Number of times DMHP remotely accesses CCS database				
CCS use of efilng court records	Number of legal documents scanned and stored				

1.4 Annual Cost Savings Measurements (as applicable)

Description	Initial Projected Cost Savings/avoidance/revenue (from business case)	Updated Savings/avoidance/revenue	Actual Savings/avoidance/revenue	Explanation of Variance
Reduction in supplies needed to create legal documents and files	13,635			

1.5 Other Benefits:

Please detail any significant benefits of the project that departments, customers, or others will receive beyond any cost savings or efficiencies (which should be detailed above). This could include benefits of risk reduction (please note how, why, and by how much), cost avoidance, or other areas of benefit not easily distilled to a single monetary value.

Increase the safety of both DMHPs and the public by increasing access to the clinical history and information regarding a history of violent acts.
Increase access to information through real time DMHP data documentation and creation of records rather than when they return to the office. This has implications for decision-making and safety issues connected to investigations that are passed from one shift to another for continuing work. Having instant access to records allows for the most accurate information in safety planning when getting referrals in the field and doing outreaches to the community.
Reduce fuel consumption by requiring fewer trips back and forth to Chinook to review files
Greatly reduce the physical space needed for storage of records, helping CCS to avoid outgrowing its current file storage system, and reduce the need for an archival service.
Increase accessibility and availability of information by being able to search records using a computer rather than holding the physical chart.
Reduce the amount of time searching for physical charts in the office.
Allow for increased work done in the community, by requiring fewer trips back and forth to Chinook to review files, this will increase staff efficiency and allow staff to spend more time with people in crisis.
Increase accuracy of legal paperwork and take advantage of e-filing directly into the court system, reducing the handling of paper records by the Department of Judicial Administration.
Reduce risk of loss of physical records.
Reduce the amount of staff hours needed to file, maintain, and move physical records, avoiding future costs for the additional staff that would be needed as the caseload grows (caseload has grown by 10% over the last two years).
Improve access to data for reporting, management decision making and performance measurement.
Improve clarity of communications with typed records and legal packets, rather than handwritten notes.



<Online Mitigation Business Case>
<Project # 1117789>

Benefit Realization Plan

Prepared By: Byron Ramerman

Date: 08/06/2012



Revision History

Version #	Revision Date	Revised by	Description
1.1	10/26/2010	Gary Tripp	Changed logo
1.2	4/15/2012	Karl Nygard	Updated and added detail



1.0 Value Received

Each IT project should have a value which will be realized by the department either during or after the project completes. This identifies the value received by implementing a project solution in a department or unit and compares it to the value projected by the Business Case and any supporting benefit worksheets, including:

- Financial value
- Quantifiable value to the county
- Quantifiable value to the public
- Value from non-quantifiable benefits

The primary goal of this document is to track the benefits of a project over time and be able to answer the question “Was this project successful and in what areas?” A secondary goal is to compare the ongoing realized benefits to those that were estimated at the beginning of the project, and for subsequent updates. This allows us to answer the question “How do the benefits realized relate to those used to justify the project?” These two questions are of paramount importance in the oversight and government of all projects.

- Conduct study on how online mitigation hearing options. How online mitigations could provide easier public access for mitigations, increased speed in responding to mitigation requests, and improved processing of mitigations. The court will also have fewer cases heard in court if matters can be resolved online which will save the money that would usually go towards court costs. This will make us greener and benefit our city partners.
- Online mitigation will provide easier access to court services. Implementing this technology will provide a platform we can use to provide other court services online (Small claims submitted online).
- Customer service can be greatly increased by eliminating the need for some people to have to come to court.

1.1 Metric description and collection method:

Please list the metrics that you will use to define and track the success of this project from a benefits standpoint. If someone asks, “show me how this project was successful or not” these are the metrics which define success, and which should be reported on a regular basis. For each metric, please also state how they will be collected.

- Alternative methods for mitigating a case before going to trial can result in significant court cost savings. Benefits and savings will be calculated by tracking what percentage of cases is addressed through online mitigation as opposed to going trial. We can then compare the percentage of mitigated cases to previous years. Adding online mitigation options should mean fewer cases going to trial and fewer court calendars.



1.2 Transition plan:

If the metric definition, collection method, and reporting are not determined by the business owner and recipient of the benefits above, please detail how the ongoing business owner will take ownership of the metrics, collection, tracking, and reporting of these benefits.

Department Director Signature: _____

1.3 Operational Efficiencies Benefit Measurements (as applicable)

Description	Metric	Baseline	Target	Actual	% Accomplished
<i>Submitting Case Mitigation online</i>	<i>Alternative case mitigation for increased speed in processing and decrease number of cases that have to be on a court calendar</i>	<i>Not sure..</i>	<i>Increase mitigation by 25%</i>		
<i>Decreased travel time for court commissioner</i>	<i>Decreased court calendars will mean less travel time for the court commissioner and fewer cases that the commissioner will need to hear.</i>	<i>Not sure</i>	<i>Decrease travel time by 25%</i>		



King County
Name>

<Project

1.4 Annual Cost Savings Measurements (as applicable)

Description	Initial Projected Cost Savings/avoidance/revenue (from business case)	Updated Savings/ avoidance/ revenue	Actual Savings/ avoidance/ revenue	Explanation of Variance

1.5 Other Benefits:

Please detail any significant benefits of the project that departments, customers, or others will receive beyond any cost savings or efficiencies (which should be detailed above). This could include benefits of risk reduction (please note how, why, and by how much), cost avoidance, or other areas of benefit not easily distilled to a single monetary value.

- The business case study is to determine how conducting online mitigations will impact the District Court. If implemented we assume that when this project is complete the District Court will have the ability to hold an Online Mitigation Hearing through the website. Providing alternative ways to mitigate a case, will decrease the number of people who have to come to court, increase the speed in which a case can be mitigated and provide better access to court services.



King County

Department of Assessments

Mobile Devices Phase II

<Project # 377251 >

Benefit Realization Report

Prepared By: Richard Watson, Administrative Services
Division Director

Date: August 7, 2012



Revision History

Version #	Revision Date	Revised by	Description
1.1	10/26/2010	Gary Tripp	Changed logo
1.2	4/15/2012	Karl Nygard	Updated and added detail

1.0 Value Received

Deployment of the application is offering several benefits. First, the tablet is dramatically less expensive than the hardware it is replacing. Second, with the combination of Wi-Fi and 3G/4G connectivity, it enables DOA staff to be more efficient and productive in the field. As we've been working on version 1 it has become clear that there are significant enhancements we could pursue in version 2. In addition DOA commercial deputy assessors have expressed a new interest in a tablet device now that they've seen its use developed for their residential colleagues. With the projected release later in 2012 of a compatible Microsoft Office Suite, the use of Word, Excel and PowerPoint (already KC standards) will make the device even more useful.

We see business opportunities both internally and externally. Continued development will allow us to more fully utilize the device in the field and take full advantage of its capabilities and extend its usefulness to our commercial staff. In addition, we are receiving inquiries from other jurisdiction around the state and the United States about how our application might be used in their area.

DOA's demand forecasting projects a significant increase (25%) in the number of real property tax accounts over the next 10 years – particularly the number of residential parcel accounts. This will have significant impacts on DOA's ability to perform the state mandated requirements of revaluing all real property in King County each year, and physically inspecting each real property once every six years. The County currently has approximately 680,000 parcels (640,000 residential) – requiring an annual inspection of approximately 105,000 residential parcels. In addition, DOA appraisers also physically inspect an additional 25,000 parcels each year for several other purposes, including: new construction identification, sales verification, destroyed property documentation, appeal analysis, and by taxpayer request.



A 25 % increase in residential parcels means that the appraisers will have 25% more work to do if all other variables stay constant, or it could mean adding 25% more staff. These are both unlikely and not even preferred outcomes. But the work MUST get done; a “service” level or quality reduction is not acceptable. Beyond state laws mandating annual value setting and periodic physical inspection, reducing quality to offset an increasing number of parcels is likely to result in a significant decline in the aggregate value of property in King County. This will result in a corresponding loss of property tax revenue and a surge in the cost of handling appeals.

DOA’s proposed response to this increase in parcels incorporates multiple strategies. DOA’s primary plan is a continuation and ramp-up of DOA’s mobile strategy for residential appraisers. This includes:

- Phase II of the mobile tablet device application.

This strategy will be game changer for DOA, and hold the promise of significant future efficiency gains as we implement this and other dispersed operation strategies and learn more about their potential. Nonetheless, as we see it now, DOA estimates that efficiency in residential appraisers can be improved by an initial 6%. DOA believes these efficiencies can be banked starting in 1st quarter 2013, with quick implementation of the mobility strategy. There is even the possibility of getting a head start on implementation in 2012. The 6 % estimate is arrived at through two key assumptions:

- Full use of the new mobile device technology will result in an average efficiency gain of 30 minutes per field day per appraiser.
 - Assumption is that this efficiency is gained during the 75% of the time residential appraisers spend in the field.
 - Efficiencies are gained in a number of ways, including: iPad syncs photographs taken of properties instead of appraisers manually performing this function; data gathered in the field is downloaded in real time from the field, without having to physically link the mobile device with the server in the office; iPad battery has longer charge capacity, allowing appraisers to work a whole day on one charge without taking time out to charge.

This 6 % efficiency gain should allow DOA to meet the projected increase in residential parcel growth through 2017. DOA does not intend to rely *only* on these efficiencies over the next ten years, however. DOA also intends to continually find efficiencies in business practices, and we believe oblique aerial photography holds promise for additional efficiencies.



1.1 Metric description and collection method:

Thanks to further development of King County DOA's iRealProperty application DOA staff find they can spend much more time in the field, efficiently plan their route and order of tasks, stay connected to the office, access the data they need and communicate with their colleagues at the touch of an icon.

Now is the time to push onto Version 2 of iRealProperty. The next version of the application needs to pursue further enhancements and integration identified by DOA staff. We also want to look at deployment for commercial staff. We think the application could be particularly helpful in setting values on residential condos, which are presently handled by DOA's Commercial Division. In addition, future versions could be used for many of our taxpayer contact processes, including exemptions, personal property and others.

Goals/Objectives

The principal goal is to learn from iRealProperty v1, integrate useful feedback from staff following actual field use, implementing those improvements, and more fully take advantage of tablet capabilities.

Phase II Objectives include:

- Learning and building on experience with iRealProperty v1.
- Create the tools needed for commercial assessors to use the tablet, including:
 - Handling residential condos.
 - Using spreadsheets and other applications to handle general commercial property.
- Developing a level of use and connectivity that will eventually eliminate the need for most field staff to have a tablet device and a desktop computer.

KCIT, DOA, and our technology vendor have been working collaboratively on phase I due to go live in the Fall of 2012. Building upon this collaboration, we will be able to improve on the process and provide more mobile device services to our employees and ultimately the taxpayers.

Adopting this phase II strategy will provide greater employee flexibility in use, as well as assure we have a platform that will allow us to gather efficiencies to keep up the projected increase in parcel counts we expect to see in the near future.

The major metrics for this second phase are:

- Continue the KCIT, BOE and vendor collaboration already in place
- Validate Phase II Scope
- Approval of Scope
- Business Requirements gathering for Phase II
- Approval of Business Requirements
- Commence work with vendor and KCIT
- Document processes
- Test Phase II



-
- Validate interconnectivity
 - Go Live

These metrics or project milestones for the second phase of the BOE On-line will be tracked by the project manager and reported to the steering group and stakeholders.

1.2 Transition plan:

The Chief Information Officer provided conditions for the funding of the Mobile Devices, Phase II to include:

- COND pre-design review to address any introductions of new technology
- COND as this app becomes more critical, a documented support model including requirements, business process models, source code control, and overall documentation becomes more critical for on-going support
- Document these areas
- COND code review and standards discussion prior to implementation

While the metrics and milestones listed above will be tracked, our continuing analysis will address the conditions, listed.

Department Director Signature: _____



1.3 Operational Efficiencies Benefit Measurements (as applicable)

Description	Metric	Baseline	Target	Actual	% Accomplished
<i>Data Synchronization</i>	<i>Time</i>	<i>3 hours a week</i>	<i>1 hour a week</i>		
<i>Photo matching</i>	<i>Time</i>	<i>8 hours a week</i>	<i>2 hours a week</i>		
<i>GPS routing</i>	<i>Time</i>	<i>4 hours a week</i>	<i>1 hour a week</i>		
<i>Travel Time</i>	<i>Time</i>	<i>8-10 hours weekly</i>	<i>5-6 hours a week</i>		

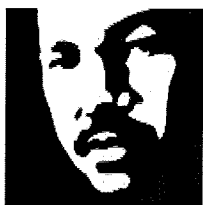
1.4 Annual Cost Savings Measurements (as applicable)

Description	Initial Projected Cost Savings/avoidance/revenue (from business case)	Updated Savings/avoidance/revenue	Actual Savings/avoidance/revenue	Explanation of Variance
Benefits	2013 (-\$75K to -\$125K) 2014 (\$75K - \$125K)	2013 (\$2.3M including revenue) 2014 (\$357K to \$714K including revenue)	TBD	Assumes a 6% efficiency in all related Parcel Administration Work.
Revenue	0	2013 – (\$2.5M) 2014 – (\$250K annual royalty, license fee)	TBD	Assumes a conservative revenue estimate based upon projections from third party interest, and estimated royalties, license fees, etc.

1.5 Other Benefits:

Phase II deployment of iRealProperty[™] will extend the power of the iPad to commercial and business personal property valuation. This will get us better data on condos and apartments, as well as more precise data on existing residential parcels. Better field data will tighten the accuracy of our values, while hopefully reducing the number of appeals because the data is more pertinent and better vetted.

In addition, iRealProperty[™] should be able to be spun off to a revenue generating venture for King County.



King County

Department of Assessments

**Accounting System Update
Property-Based System
<Project # 378305>**

Benefit Realization Report

Prepared By: Richard Watson, Administrative Services
Division Director

Date: August 7, 2012



Revision History

Version #	Revision Date	Revised by	Description
1.1	10/26/2010	Gary Tripp	Changed logo
1.2	4/15/2012	Karl Nygard	Updated and added detail



1.0 Value Received

This project has tremendous value to County's property-service agencies, as well as the DOA. It modernizes a core function for the department and the entire County, and per a 2005 Moss Adams report said the County's mainframe system was a high risk because of the legacy nature of the COBOL based software, and the system's inflexibility in a world of ever-changing property tax parameters – this would help minimize or alleviate this risk altogether. In addition, limitations on decimal calculations mean scores and scores of levy rates must be calculated manually, which is time-consuming, poses greater risk of error, greater non-value added work, and lacks the ability for independent auditing. While the Property-Based System (PBS) hardware and software are stable, the system has long outlived its useful life. The Washington State Auditor's Office (SAO) has also identified several problems with mainframe, including the limitations on decimal points.

Replacement of the PBS system will be a multi-faceted approach. First, King County Information Technology (KCIT) is to move PBS functions from the mainframe to a server-based platform.

It will eliminate process concerns previously highlight by the State Auditor. It will improve levy rate and tax roll processing for both DOA and Finance and Business Operations Division (FBOD). It will slash cycle time for producing levy rates from over ten (10) weeks to one (1) to two (2) weeks, or even hours., a significant LEAN process achievement of waste reduction. The modular implementation strategy of this project, if successful, will save millions of dollars in avoided cost of buying an entire vendor replacement system. In addition, if successful in building a Washington State-based PBS platform that integrates field data collection, assessed value setting, and levy setting and tax roll certification, we would have a King County "product" that could be offered to other counties for cost-sharing, and even to the Department of Revenue (DOR) as the recommended system of choice for the state.

The quicker cycle time for levy calculations and tax roll certification would save thousands of dollars annually in staff time. Deployment of a modular solution and streamlining of a new SQL data process would save thousands in staff time each year. Finally, a modular approach in terms of PBS Replacement would save between \$2 to \$8 million in avoided cost of a vendor system if an in-house solution can be developed successfully and timely.

Lastly, building upon the efficiencies and successes of the King County's Accountable Business Transformation (ABT) projects, we could leverage internal King County vendor talent already familiar with business requirements gathering to develop specific and relevant business case, saving significant contract dollars because of already established expertise and familiarity with system requirements.



1.1 Metric description and collection method:

This is a collaborative technology project between DOA, FBOD and King County Information Technology (KCIT) and other Executive Branch agencies to accelerate the timetable for moving key property-based functions off the mainframe, and develop a truly modern, LEAN-oriented SQL platform for property data management as well as levy calculations and tax roll certification.

KCIT has been working on a mainframe migration effort already. DOA has been working parallel on taking key DOA functions off the mainframe and extracting them to a SQL platform. We are already merging efforts into a mutually compatible direction. However, we will need additional support to fully realize all the benefits for the project. We believe John Zook's company BTRG, which is already working with Performance Strategy and Budget (PSB) and ABT on King County's Budget and Performance Management and the new Hyperion Budget Systems, could significantly help us realize success in the most cost-effective and timely way.

Adopting modern server architecture will provide greater agility and flexibility in use, as well as assure we have a platform we can build upon for years to come and staff to support its continued improvement.

Goals/Objectives

The priority goal is getting off the mainframe as soon as possible. Even in the most aggressive of scenarios, this will take at least two to three years to fully complete. Here are the major goals:

- Migrate from mainframe as soon as practical.
- Place existing mainframe functions in a SQL Server language.
- Cross-check the SQL operation against the mainframe to ensure error-free migration.
- Gain greater agility, flexibility and accuracy from new system.
- Create a platform that will allow more robust and timely queries to enhance county business process.



The major objectives are:

- Mirror hard-coded DOA/FBOD functions on the mainframe in a new SQL platform.
- Expand the decimal carrying capacity to 10 places or more.
- Cut cycle time for levy calculations and tax roll certification.
- Re-engineer entire SQL system once code is all in a common platform to improve the business process.
- Greater query capabilities without need for programmers to custom write each search.

The major metrics for this first phase are:

- Develop Executive Steering Group comprised of senior leadership of PBS system users and technical support agencies
- Identification of Scope
- Approval of Scope
- Business Requirements gathering for the Request for Proposal (RFP)
- Approval of Business Requirements
- Development of RFP
- Validation of connectivity with other systems already in place, CAMA, Oracle Core Financial, etc.
- Evaluation measures for RFP submittals

These metrics or project milestones for the first phase of the mainframe PBS migration will be tracked by the project manager and reported to the steering group and stakeholders.

1.2 Transition plan:

The Chief Information Officer provided conditions for the partial funding of the PBS Accounting System Update to include:

- fund business process analysis that compares TCO of vendor based versus in-house solutions and provides a more complete picture of business processes and to-be state
- leverage mainframe migration project as part of analysis

While the metrics and milestones listed above will be tracked, our continuing analysis will address the conditions, listed.

In addition, the DOA has already met with vendors throughout the country and visited sites with operational systems and based upon this research has determined that the full-cost concept of an entire PBS replacement would not meet our business needs, nor would the County be able to fund such a project. With the validation of an external vendor who specialized in business requirements design and analysis and our own research, we have the in-County talent to develop the business requirements in-house with assistance, and implement a modular design to complement our already state of the art front and back ends of the PBS function. We need the accounting system module for system integrity.

Department Director Signature: _____

**1.3 Operational Efficiencies Benefit Measurements (as applicable)**

Description	Metric	Baseline	Target	Actual	% Accomplished
<i>Levy Rate Calculations</i>	<i>Time</i>	<i>8 weeks</i>	<i>3 weeks</i>		
<i>Tax roll prep</i>	<i>Time</i>	<i>10 weeks</i>	<i>2 weeks</i>		
<i>Business Requirements</i>	<i>Map present state</i>	<i>Present process state</i>	<i>Cut number of steps by 1/3</i>		

1.4 Annual Cost Savings Measurements (as applicable)

Description	Initial Projected Cost Savings/avoidance/revenue (from business case)	Updated Savings/avoidance/revenue	Actual Savings/avoidance/revenue	Explanation of Variance
Benefits	2013 – \$4M to \$7M 2014 – \$4M to \$7M	2013 – \$300K to \$800K 2014 – \$6.5M to \$8.7M	TBD	Updated assumption of developing RFP and the associated costs in 2013, and in 2014 awarding contract for PBS System Update.

1.5 Other Benefits:

Modernizing the mainframe Property Based System will have significant benefits beyond potential cost savings by allowing us to process levy rates and tax rolls quicker, thus providing information earlier to PSB, and our partner taxing districts. A server-based system will also give us greater flexibility and agility to run queries and mine our data to perform better, more real-time analytics. In addition, a server platform will provide us the modern system architecture so we can extend and expand our mobile technology initiative, thus capturing additional potential efficiencies unavailable with the existing system.



Business Empowerment and User Mobility

Project #

Benefit Realization Plan

Prepared By: Lori Dickneite

Date: 7/17/2012



Revision History

Version #	Revision Date	Revised by	Description
1.1	10/26/2010	Gary Tripp	Changed logo
1.2	4/15/2012	Karl Nygard	Updated and added detail

1.0 Value Received

The infrastructure upgrades create a strong network foundation that will provide the opportunity to improve productivity and customer satisfaction, along with meeting business requirements to support the connectivity needs for our workforce, vendors, and visitors. With the infrastructure upgrades we can support our workforce irrespective of what type of mobile device or connection scenarios being used. The key to the value received lies with departments and agencies adopting these services. Agencies today such as the Assessor's office moving to a highly mobile environment, provides an example of the value provided. Most of the value is indirect and intangible as it will manifest in the ability for agencies to implement enhanced mobile services, appropriate security for those mobile services, and to enhance remote work reducing travel time for meetings etc. The agencies adopting these abilities will therefore be the ultimate benefactor to the available value.

This project aligns with to King County Strategic Plan goal of improving customer service and access. The result of the combined phases follow a long term network infrastructure roadmap of services that provide opportunity for improved productivity, improved employee mobile access to county resources and services in support of constituents, and enhances system security.

1.1 Metric description and collection method:

- Systems are implemented and ready for departments to adopt on time and on budget as related to project schedules once funded. Collection method: Will follow standard project reporting processes and milestone assessments through PRB.
- Mobile workforce is more effective and efficient and will reduce department's costs. Collection method: Department projects such as the current Assessor moving to mobile tablets with appropriate mobile access and functionality can provide savings examples as support to reduced costs in their respective areas when utilizing these services.

Increasing bandwidth capacity will reduce many current network performance or complaints of unavailability. Collection method: Document current known impacted sites and services and document customer experience post increase. Example currently would be the Aquatics Center upgrade where they are extremely pleased with the new bandwidth to their site.

- Security enhancements will allow safer and controlled personally owned device usage and growth (consumerization) that will reduce the County's equipment replacement spending and ensure county data is protected appropriately. Collection Method: Identify and report on users who adopt the use of personal devices thus reducing equipment replacement costs. Also, identification of and reporting on users appropriately securing county data on personal devices, which we cannot do today, will provide a level of data control due-dilligance we cannot provide today.

1.2 Transition plan:



The metrics, collection methods, and reporting will be the responsibility of the business owner, however, collaboration with departments for some metrics will be required and is anticipated as an acceptable request with minimal problems expected in collaboratively gathering that savings data.

Department Director Signature: _____

1.3 Operational Efficiencies Benefit Measurements (as applicable)

Description	Metric	Baseline	Target	Actual	% Accomplished

See below

1.4 Annual Cost Savings Measurements (as applicable)

Description	Initial Projected Cost Savings/avoidance/revenue (from business case)	Updated Savings/ avoidance/ revenue	Actual Savings/ avoidance/ revenue	Explanation of Variance
N/A				



See below.

1.5 Other Benefits:

Increasing bandwidth capacity will reduce many current network performance or complaints of unavailability. Collection method: Document current known impacted sites and services and document customer experience post increase. Example currently would be the Aquatics Center upgrade where they are extremely pleased with the new bandwidth to their site.

- Security enhancements will allow safer and controlled personally owned device usage and growth (consumerization) that will reduce the County's equipment replacement spending and ensure county data is protected appropriately. Collection Method: Identify and report on users who adopt the use of personal devices thus reducing equipment replacement costs. Also, identification of and reporting on users appropriately securing county data on personal devices, which we cannot do today, will provide a level of data control due-dilligance we cannot provide today.

Business Empowerment & User Mobility

Milestone	Cost	Preliminary Outcome Measure	Expected useful life of Technology
Review NOS and develop work plan for 2013	487,750	Documented and Implemented best practices for Networks	1-5 yrs
Purchase IPv6 address space and create IPv6 plan	207,750	Allows connection to Internet sites using IPv6	Indefinite
Create an Out of Band Network design, purchase OOB equip.	490,750	Allows instant response to troubleshooting of Network problems	7 yrs
Create wireless infrastructure redundant design, purchase equip	147,750	Increases redundancy by 100%	7 yrs
Upgrade BW to sites	337,750	Increase bandwidth to sites from 1.5Mbps to a minimum of 10Mbps	7 yrs
Migrate users to new cabling	1,437,750	Increase Local area network speed from 10Mbps to up to 1 Gbps	15-20 yrs
Develop Network Access Control deployment plan & purchase equipment	437,750	Adds a layer of security to network access ports (wall jacks)	3-5 yrs
Purchase selected solution & develop plan (Remote access)	437,750	Increase user remote access for from 6500 users to a minimum of 10,000	3-5 yrs



Hosted Environment
Phase III: Cloud Implementation
Project # Unknown

Benefit Realization Plan

Prepared By: Mike Fisher

Date: 9.6.2012



Revision History

Version #	Revision Date	Revised by	Description
1.0	7/17/2012	Mike Fisher	Updated for Cloud Implementation Phase 3
1.1	9/6/2012	Mike Fisher	Updated section 1.2, 1.3, 1.4

1.0 Value Received

The primary reason to fund this project rests on its ability to provide critical business value and achieve a significant return on investment by providing an IT environment that will empower and support business objectives throughout and across King County. Implementing the project will reduce direct infrastructure costs and offsetting revenue is available via redirected future equipment replacement costs. It will enhance productivity and increase efficiency by allowing for quick turnaround time in the delivery of many IT solutions. It will allow KCIT to better deploy existing resources, as well as make more prudent investments over time.

In addition, this project will add critical value to King County Strategic Plan goals and priorities including setting “standards and expectation for the immediate improvement of customer service and excellence,” for empowering “our workforce and our work together as One King County, and improving “financial stewardship.”

1.1 Metric description and collection method:

- Data Center hosting costs charged and not charged to departments and agencies as a result of converting servers to the SVE and/or Public Private Cloud. (Current hosting charges – new hosting charges = cost savings)
- Track cost savings gained by meeting an application's server infrastructure requirements through the use of virtual rather than physical servers. (Physical server cost – virtual server cost = savings)
- Track cost savings gained by meeting a department, agency, or application's storage requirements through the use of "shared" storage rather than through the use of dedicated hardware. (Dedicated storage costs – shared storage cost = cost savings)

1.2 Transition plan:

The Cloud Implementation project will leverage the planning that has been started under the Enterprise Server Optimization (ESOP) project. ESOP is comprised of four distinct but interrelated projects.

- Migration Planning
- SVE Build
- Private Cloud Computing
- ADC Analysis

The Migration Planning sub-project will leverage the upcoming Application Portfolio Management system and the Application Standards being developed by the Enterprise Architecture team as a basis for outreach to King County Executive and Separately Elected agencies. A proviso response report has been requested by Council that identifies a 3 year plan for migrating County servers to the Standard Virtual Environment or Private Cloud Computing environment where appropriate.



The Standard Virtual Environment (SVE) sub-project includes working with the Enterprise Architecture sub-team on hardware design for an environment based on Microsoft Hyper-V technology. This environment will host virtual servers for County agencies, and employ standardized request authorization, provisioning, monitoring, and charge-back policies and procedures. In addition a draft cost model will be presented to the Business and Finance team for use in developing 2013 rates. The SVE implementation will be designed, procured, installed, and tested by KCIT resources.

The Private Cloud Computing sub-project is gathering use-case, network, and security requirements and will submit an RFP for obtaining Infrastructure as a Service (IaaS) class cloud services for the County. This third party environment will consist of compute resource dedicated for County use in a shared hosting environment physically separate from the King County Data Center at Sabey, while still being a logical extension of the County computer network.

The ESOP project will also utilize the refreshed Business Continuity\Disaster Recovery (BC\DR) guidelines being developed by the BC\DR team to conduct a review of the current Alternate Data Center (ADC) and make recommendations regarding future DR solutions for King County.

Department Director Signature: _____

1.3 Operational Efficiencies Benefit Measurements (as applicable)

Description	Metric	Baseline	Target	Actual	% Accomplished
2013 Soft Benefits		\$454,605	85%		
2014 Soft Benefits		\$733,805	75%		
2015 Soft Benefits		\$1,480,405	65%		

1.4 Annual Cost Savings Measurements (as applicable)

Description	Initial Projected Cost Savings/avoidance/revenue (from business case)	Updated Savings/avoidance/revenue	Actual Savings/avoidance/revenue	Explanation of Variance



2013 Tangible Benefits	\$408,488			
2014 Tangible Benefits	\$545,256			
2015 Tangible Benefits	\$1,273,298			

1.5 Other Benefits:

- Better utilization of KCIT resources (budgets, hardware, staff),
- Reduced duplication of effort and better standards and controls (hardware, security),
- Application development, testing, and deployments utilize JIT model for hardware procurement
- Better meet business need for rapid, flexible deployment,
- County will move to the forefront in ability to efficiently and seamlessly adopt new and mobile technology, and
- Increased capacity to effectively provide for efficient business continuity and disaster recovery.



MEO and Vital Statistics
LifeEvents Web Portal
Project 1116803

Benefit Realization Plan

Prepared By: Robbie Gaskin and Colin Jones

Date: May 18, 2012



Revision History

Version #	Revision Date	Revised by	Description
1.1	10/26/2010	Gary Tripp	Changed logo
1.2	4/15/2012	Karl Nygard	Updated and added detail



1.0 Value Received

The value received from the MEO and Vital Statistics LifeEvents Portal increases accuracy in reporting of deaths, addresses requirements in the planning of mass fatalities as well as increasing customer satisfaction by delivering consistency and one point of access in providing multiple services. The LifeEvents Web Portal accommodates for a quicker, easier and convenient method of ordering reports and certificates. It allows our customers the medical community, law enforcement, funeral homes and the public to go to one place to complete events that would normally mean multiple trips and difficult processes to complete.

1.1 Metric description and collection method:

In gaining compliance in mass fatality planning by being able to capture all possible calls in a systemic and consistent matter this would be paramount for data reporting. Also being able to deliver this information to law enforcement and court officials for cases would institute a higher level of standard in case investigations. This web portal also provides convenience, security and an in-house ecommerce solution for the ordering of certificates, reports and disposition reviews. We currently have a Point of sale system that we would integrate into the proposed web portal to capture all transactions for ordering certificates and reports. Verti-Q is the Medical Examiner's system that would capture all death reporting documentation.

1.2 Transition plan:

If the metric definition, collection method, and reporting are not determined by the business owner and recipient of the benefits above, please detail how the ongoing business owner will take ownership of the metrics, collection, tracking, and reporting of these benefits.

Department Director Signature: _____



1.3 Operational Efficiencies Benefit Measurements (as applicable)

Description	Metric	Baseline	Target	Actual	% Accomplished
<i>Ordering Birth and Death certificates</i> <i>Ordering Autopsy and investigator reports</i>	<i>To provide an economical in-house solution for customers to use their debit cards</i>	<i>Increase total transactions by 10%</i>	<i>Increase total transactions by 25%</i>		
<i>Death reporting</i>	<i>Increased Automation, standardization and convenience</i>	<i>All deaths reported from medical facilities are documented in the same systematic way</i>	<i>100% of deaths reported by medical facilities are documented and recorded systematically</i>		
<i>Burial and Cremation Reviews</i>	<i>One place to request and pay for a Disposition Review</i>	<i>80% of all Disposition Reviews are completed using the web portal</i>	<i>100% of all Disposition Reviews are completed using the web portal</i>		

1.4 Annual Cost Savings Measurements (as applicable)

Description	Initial Projected Cost Savings/avoidance/revenue (from business case)	Updated Savings/avoidance/revenue	Actual Savings/avoidance/revenue	Explanation of Variance



1.5 Other Benefits:

One of the major benefits that the Life Events Web Portal will offer our customers is a higher level of security when requesting these documents for purchase. By requesting certificates and reports through the portal customers are eliminating the hardcopy request that can be at a higher risk of identity theft.



Electronic Medication
Administration Record
<Project #>

Benefit Realization Report

Prepared By: Susan Doerr

Date: June 4, 2012



Revision History

Version #	Revision Date	Revised by	Description
1.1	10/26/2010	Gary Tripp	Changed logo
1.2	4/15/2012	Karl Nygard	Updated and added detail



1.0 Value Received

Each IT project should have a value which will be realized by the department either during or after the project completes. This identifies the value received by implementing a project solution in a department or unit and compares it to the value projected by the Business Case and any supporting benefit worksheets, including:

- Financial value
- Quantifiable value to the county
- Quantifiable value to the public
- Value from non-quantifiable benefits

The primary goal of this document is to track the benefits of a project over time and be able to answer the question "Was this project successful and in what areas?" A secondary goal is to compare the ongoing realized benefits to those that were estimated at the beginning of the project, and for subsequent updates. This allows us to answer the question "How do the benefits realized relate to those used to justify the project?" These two questions are of paramount importance in the oversight and government of all projects.

1.1 Metric description and collection method:

Please list the metrics that you will use to define and track the success of this project from a benefits standpoint. If someone asks, "show me how this project was successful or not" these are the metrics which define success, and which should be reported on a regular basis. For each metric, please also state how they will be collected.

Metric	Collection Method
# of paper MARs eliminated	Pre- and post-implementation count of paper MARs
Reduction in Pharmacy Technician time to process paper MARs	Pre- and post-implementation time studies
Reduction in Administrative Specialist II time to scan and perform quality assurance on paper MARs	Pre- and post-implementation time studies
Reduction in use of consumable supplies	Pre- and post-implementation orders of paper and printer ink by the pharmacies

1.2 Transition plan:

If the metric definition, collection method, and reporting are not determined by the business owner and recipient of the benefits above, please detail how the ongoing business owner will take ownership of the metrics, collection, tracking, and reporting of these benefits.



Department Director Signature: _____

1.3 Operational Efficiencies Benefit Measurements (as applicable)

Description	Metric	Baseline	Target	Actual	% Accomplished
Reduced time spent by nurses to review paper MARs for errors and patient refusals, compare MARs with patient lists, and flag MARs for narcotics	Reduction in nursing hours preparing for medication pass	2,600 hours/year	zero hours per year		
Reduced time to print and organize paper MARs	Reduction in Pharmacy Technician staff time	521 hours/year	zero hours/year		
Reduced time to scan and perform quality assurance on scanned paper MARs	Reduction in Administrative Specialist II staff time	935 hours/year	zero hours/year		
Reduced time for medical and psychiatric providers to retrieve paper MARs and adjust scanned images in order to review scanned MARs	Minutes to retrieve and adjust images of MARs	380 hours per year	zero hours/year		

1.4 Annual Cost Savings Measurements (as applicable)

Description	Initial Projected Cost Savings/avoidance/revenue (from business case) 2014 Savings only	Updated Savings/avoidance/revenue	Actual Savings/avoidance/revenue	Explanation of Variance
Reduced Pharmacy Technician hours	(\$12,750)			
Reduced Administrative Specialist II hours	(\$22,952)			
Reduced	(\$1,052)			



consumption of paper and printer ink used to print 31,400 paper MARs per year				
Reduced medical and psychiatric provider hours	(\$28,665)			

1.5 Other Benefits:

Please detail any significant benefits of the project that departments, customers, or others will receive beyond any cost savings or efficiencies (which should be detailed above). This could include benefits of risk reduction (please note how, why, and by how much), cost avoidance, or other areas of benefit not easily distilled to a single monetary value.

The eMAR will enhance quality and reduce risk by:

- Reducing errors and improving legibility of the MAR;
- Providing visual cues to indicate when medications are due or late;
- Improving documentation to refute potential inmate claims regarding lack of care;
- Assuring timely availability of clinical information for provider and administrative decision-making.